

DOCUMENT RESUME

ED 081 320

HE 004 462

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TITLE Management Styles and Leadership Behavior Within a
Residence Life Program.
PUB DATE 73
NOTE 11p.; Paper presented at the American Educational
Research Association annual meeting (New Orleans,
Louisiana, February 1973)
EDRS PRICE MF-\$0.65 HC-\$3.29
DESCRIPTORS Behavior; *Higher Education; Leadership; Leadership
Qualities; *Leadership Styles; Research; *Research
Projects; *Resident Assistants; *Staff Role; Staff
Utilization

ABSTRACT

The purpose of this study was to investigate the leadership behavior of Residence Life staff members, the management styles of the organization and their relationship to each other. Staff members and students within the Residence Life Program at Ohio University comprised the sample used. Staff perceptions on the Profile on Organizational Characteristics (POC) were significantly different for each mode of responding. When the staff was classified into four leadership behavior quadrants by the Leader Behavior Description Questionnaire (LBDQ), their perceptions of the organization "as it is" did not differ significantly across quadrants, but perceptions of personal behavior and of what the organization "should be" differed across quadrants. A 13-item bibliography is included. (Author)

MANAGEMENT STYLES AND LEADERSHIP BEHAVIOR
WITHIN A RESIDENCE LIFE PROGRAM

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The purpose of this study was to investigate the leadership behavior of Residence Life staff members, the management styles of the organization, and their relationship to each other. How leaders behave and how they perceive their own behavior often becomes the substance of interpersonal misunderstanding among members of an organization. An understanding of these conditions is of considerable value to the college administrator. Likert (9) said that a satisfying environment is important to the growth of the individual within it. It is hoped that this study will contribute to a conceptual framework whereby human behavior in a residence hall organization may be analyzed.

A considerable amount of research into the characteristics of business executives, management styles employed, and the structure of organizations has been conducted within the last twenty years. As a result of this research, hypotheses concerning the relationship among variables have been generated and techniques for studying organizations have been developed (1, 2, 6, 8, 10, 11, 12, 13).

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Most of the studies of organizations have been concerned with private business. However, since the modern university is a multidimensional, complex organization containing a number of departments and divisions, one might be tempted to generalize the results of studies of business organizations to the university setting. Corson (4) stated, however, that there are factors which should produce differences between the administrative processes of academic administrators and those of business executives: the goals of the university are more comprehensive and less clearly defined; the

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university produces a less tangible product; the students (consumers) have only a limited influence on the decisions made; the primary loyalties of most employees are outside the university; faculty members expect the right of self-direction; and the right of participation is granted to a greater number of employees. Consequently research specific to the leadership behavior and management styles within the university setting is needed.

Few studies of leadership styles and organizational structure have been conducted within a higher educational setting. However, Carson (3) reported on the perceptions and expectations of the community college dean's leadership behavior as seen by various subpopulations within the academic community and Crookston (5) attempted to outline the organizational characteristic that should be considered in a student personnel organization.

From a ten-year interdisciplinary program to study leadership at Ohio State, two dimensions of leadership were identified: Consideration (concern for the members of the organization) and Initiating Structure (the structuring of the activities and efforts of the members in an organization). Both functions are seen as important for optimum group performance (7). The Leader Behavior Description Questionnaire (LBDQ) was constructed to measure these dimensions of leadership behavior.

On the basis of his study of management styles, Likert (9) concluded that management styles fall along a continuum from no trust in subordinates to confidence in subordinates with dispersed decision-making authority. The Profile of Organizational Characteristics (POC) was constructed to study management styles exhibited within various organizations.

METHOD

The sample consisted of 125 staff members and 616 students within the Residence Life Program of Ohio University during the spring of 1971. The Residence Life Program is responsible for about 9000 undergraduate students

in 48 residence halls.

Each staff member described the leader behavior of his immediate supervisor and his own behavior on the LBDQ. Students on a floor section of a Resident Assistant described the behavior of the Resident Assistant on the LBDQ. A minimum of four ratings were used to obtain a mean rating for each staff member on "Initiating Structure" and "Consideration Leadership." The mean for the staff for the first variable was 37.7; for the second variable, the mean was 43.6. A median score for each dimension was derived from the sample population and those above or below the median on each of the two dimensions were rated either high or low on that dimension.

Each staff member was classified into one of four quadrants on the basis of his ratings: (I) high consideration, low initiating structure; (II) high consideration, high initiating structure; (III) low consideration, low initiating structure; and (IV) low consideration, high initiating structure. The null hypothesis that the staff was distributed evenly among the four quadrants was not rejected (Chi square = 3.5).

The staff was asked to complete the Profile on Organizational Characteristics (POC). Each staff member was asked to respond to the POC in three ways: (1) describe your management behavior as you have attempted it, (2) describe the organization as it is, and (3) describe the organization as it should be. Upper staff members consisted of the professional and graduate residence hall staff; Lower staff members consisted of the undergraduate Resident Assistant.

An analysis of variance (one way) was used to test for the significance of the staff's three responses to the POC. Tukey's HSD method was used for multiple comparisons of group means. A one-factor multivariate analysis of variance was used to compare two staff levels and their

perceptions on the POC. A one-factor multivariate analysis of variance was used to compare leadership behavior and their perceptions on the POC. A univariate test was used for the significant variables. Scheffe's multiple comparisons technique was used to identify the significant variables.

RESULTS

Three modes of responding to the POC were subjected to an analysis of variance. The statistical hypothesis was rejected at the .05 level of significance (see Table 1). Thus the research hypothesis that there will be significant differences among the means of the entire staff's perception on the POC for their attempted management behavior, their description of the organization as it is, and their description of the organization as it should be was accepted.

TABLE 1
ANALYSIS OF VARIANCE FOR RESIDENCE LIFE STAFF RESPONSE TO THE POC
IN DESCRIBING THEIR OWN BEHAVIOR, THE ORGANIZATION AS IT IS, AND
THE ORGANIZATION AS IT SHOULD BE

Source of Variation	Sum of Squares	df	Mean Squares	F
Treatment	4075399.11	2	2037699.55	258.72*
Error	2929901.28	372	7876.08	
Total	7005300.39	374		

$$*F_{.05(300)} = 3.03$$

Tukey's HSD method was used for multiple comparisons of the group means. All pairwise comparisons were significant (see Table 2).

The organization was perceived as operating within a consultative system ($\bar{X} = 572.8$). The residence life staff perceived their personal management behavior as operating within a participatory system ($\bar{X} = 738.5$). The staff felt that the organization should be operating within a participatory system ($\bar{X} = 823.9$).

TABLE 2
TUKEY'S HSD MULTIPLE COMPARISON OF GROUP MEANS ON THREE MODES OF RESPONDING IN DESCRIBING BEHAVIOR ATTEMPTED, THE ORGANIZATION AS IT IS, AND THE ORGANIZATION AS IT SHOULD BE

Group	Mean	Differences Between Means		
		As Is	Attempted	Should Be
As Is	572.80	----	165.70*	251.11*
Attempted	738.50		----	85.41*
Should Be	823.91			
HSD - 26.67				

*Significant at the .05 level of significance.

A one-factor multivariate analysis of variance was used to compare Upper and Lower staffs' responses to the POC. The F ratio for the likelihood ratio criterion was not significant ($F=1.0239$; $F_{.05} = 2.70$, with 3,100 df). The statistical hypothesis that the likelihood ratio criterion level in the multivariate space comprising the perceptions of organizational behavior as attempted by the respondent, as it is within the organization, and as it should be within the organization by the Upper and Lower staffs on the POC will not be significant was not rejected.

A multivariate analysis of variance of the responses to the POC was performed, with the four quadrants of the LBDQ as levels of the independent variable and the three response modes of the POC as dependent variables. The F ratio for the likelihood ratio criterion was significant. ($F = 2.90$; $F_{.05} = 1.92$, with 9,200 df). An univariate analysis of variance was then performed on each of the dependent variables. Significant differences were found among the four quadrants in personal management behavior. (See Table 3.)

TABLE 3
UNIVARIATE F RATIOS AND DEGREES OF FREEDOM FOR STAFF MEMBERS ASSIGNED TO THE FOUR QUADRANTS OF THE LBDQ ON THE THREE DEPENDENT VARIABLES OF THE POC

Variable	df	F
As Attempted	3,121	4.00*
As Is	3,121	.16
Should Be	3,121	4.05*

*Significant at the .05 level of significance.

In the univariate hypothesis of the organization as it is, the statistical hypothesis that staff members assigned to the four quadrants of the LBDQ will not differ significantly on their perceptions was not rejected at the .05 alpha level. In the analyses of the attempted management behavior and the organization as it should be, significant differences were found. The research hypothesis that staff members assigned to the four quadrants of the LBDQ will differ in their perceptions of their attempted management behavior was accepted at the .05 alpha level. Using

Scheffe's multiple comparisons of the means of the four quadrants, only one comparison was found to be significant: those classified as having high consideration and low initiating structure saw themselves as in a participatory system whereas those classified as having low consideration and low initiating structure saw themselves as operating in a consultative system (see Table 4).

TABLE 4
MEANS, STANDARD DEVIATIONS, AND SCHEFFE'S F RATIOS FOR THE FOUR
QUADRANTS OF THE LBDQ ON THE ATTEMPTED MANAGEMENT BEHAVIOR VARIABLE

Quadrant	Mean	SD	Scheffe's F Ratios		
			II	III	IV
I	765.65	84.06	.05	9.00*	.94
II	760.42	89.78		7.65	.54
III	698.78	83.10			4.89
IV	743.89	91.24			---

*Significant at the .05 level of significance.

Also, the research hypothesis that staff members assigned to the four quadrants of the LBDQ will differ in their perceptions of the organization as it should be was accepted at the .05 alpha level. Again using Scheffe's method for the multiple comparison of the means, one comparison was found to be significant: those classified as low consideration and high initiating structure had a higher POC mean score than did those who were classified as having low consideration and low initiating structure behavior (see Table 5). However, it should be noted that all means fell into

the participatory system.

TABLE 5
MEANS, STANDARD DEVIATIONS, AND SCHEFFE'S F RATIOS FOR THE FOUR
QUADRANTS OF THE LBDQ ON THE "AS IT SHOULD BE" VARIABLE

Quadrant	Mean	SD	Scheffe's F Ratios		
			II	III	IV
I	806.50	79.73	1.15	0.19	6.38
II	830.50	67.88		2.57	1.88
III	797.46	76.86			10.60*
IV	658.92	92.50			----

*Significant at the .05 level of significance.

DISCUSSION

The residence life staff exhibited a wide range of leadership behavior in terms of Consideration and Initiating Structure and, when classified into four categories of leadership behavior, the distribution of staff among the categories was about equal. All differences among the perceptions of the total staff of the organization "as it is," their perceived personal management style, and the organization "as it should be" were significant. When the staff was classified into four behavioral quadrants by the LBDQ, their perceptions of the organization "as it is" did not differ, but their perceptions of their personal management behavior and what the organization should be differed significantly.

The study found that the ideal organization was described along the participative model of management generally by people who were rated high in Initiating Structure behavior and low on Consideration (Quadrant IV). Yet, people who had described themselves as operating along the participative model were leaders who were described by subordinates as high in Consideration and low in Initiating Structure (Quadrant I). Since the literature suggests that the participative organizational model is more productive, creative, satisfying, and rewarding for the individual and the organization, it is clear that an understanding of human behavior in organizations is essential. Consequently, it would appear that an accurate description of the organizational environment would make it possible to measure the effectiveness of the leaders and of the satisfaction of the group members within the organization. Therefore, this study is just a beginning in understanding the factors that are to be considered in judging the effectiveness of a Residence Life staff. This study would seem to suggest that leaders who are high in Consideration and low in Initiating Structure (Quadrant I) are more likely to manage the organization along the participative model.

The findings suggest that, when the LBDQ and POC were used together, valuable information for use in the selection and evaluation of residence hall staff members can be obtained. The participative style of management seems to be the desired organizational model for a residence hall organization and the likelihood of achieving it is not increased by staff members who are low on both dimensions of leadership behavior. One limitation of this study is that the same individual was asked to respond to the three questions for the POC. Perhaps three separate random samplings of the staff forming three groups that are then assigned to answer one of the three

questions might produce different responses. The apparent conflict in the responses to the attempted management behavior in contrast to the description of the organization "as it is" seems to warrant further investigation.

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